



IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT (TQM) IN EDUCATIONAL INSTITUTIONS

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ABSTRACT

Today all educational institutions are very concerned about the quality. With the emergence of competition, the identification of the academic institutions that have a high level of quality has become a crucial issue. This situation is not only taking place in India, this is universal. Implementing Total Quality Management (TQM) in all categories of educational institutions means the systematic approach to taught, continuous evaluation, improvement of the total education system etc. This paper highlights the essence of TQM and explains how educational institutions can improve the quality by implementing TQM principles.

KEY WORDS: Total Quality Management (TQM), Educational Institutions, Teaching-Learning Process.

Introduction:

The quality of education is everybody's concern today. Total Quality Management has become a key management tool and is a philosophy of management and leadership that is currently driving today's industry. Now a day's most of the educational institutions (school and higher education) give more attention towards the service of quality education and all kinds of consumers wants to receive the higher quality educational services. It is also emphasized that the development and implementation of the effective management system in educational institutions will definitely increase the competitiveness in present statistical scenario. Also in the present situation many of the educational institutions facing multidimensional problems which need to be addressed systematically, so that these institutions were survive successfully. Since educational institutions are knowledge creating institutes, many organizations of the country adopted Total Quality Management technique to achieve their targets.

TQM has been adopted as a management paradigm by many organizations worldwide. Quality movement in across the world starts with quality improvement projects in manufacturing companies. But later it spread to other service institutions including banking, insurance, non-profit organizations, healthcare, government and educational institutions. TQM models, based on the teaching of quality gurus, generally involve a number of "principles" or "essential elements" such as teamwork, top management leadership, customer focus, employee involvement, continuous improvement tool, training and so on.

Feigenbaum, devised the term in 1961, who named it as Total Quality Control (TQC). Total Quality Management can be defined as "the process of integration of all activities, functions and processes within an organization in order to achieve continuous improvement in cost, quality, function and delivery of goods and services for customer satisfaction". It refers to the application of quality principles to overall process and all the management functions in order to ensure total customer satisfaction. TQM implies the application of quality principles right from identification of customer needs to post purchase services.

According to Witcher (1990) TQM is composed of three terms:

Total: meaning that every person is involved including customer and suppliers.

Quality: implying that customer requirements are met in accordance to specification.

Management: indicating that senior executives are committed.

TQM may also be seen as; doing things right for the first time, striving for continuous improvement, fulfilling customers' needs, making quality the responsibility of every employee. The driving force behind total quality management is a relentless daily hunt for opportunities to improve quality and productivity. The concept of total quality management means getting every person in the organization to evaluate continually and aggressively how every job, every system and every product can be improved. TQM is based on the participation of all members of an organization in improving processes, products services and the culture in which they work. And finally, TQM is a way of doing business that must be instigated by top management and flow as a way of life throughout the organization to focus on the customer and to strive to improve the product, performance continually, to ensure competitive advantage.

Review of Related Literature:

Related to TQM there are so many research papers are available. But regarding my present study not much literature is available. Some of these are highlighted here. M. Ali et. al. (2009) has been tried to bring out a clear status of higher education and emergent needs to enhance the quality of higher education in their paper 'implementation of Total Quality Management in higher education'. T. Sudha (2013) works on 'Total Quality Management in higher education institutions' and concludes that the higher education system needs to be strengthened which will be capable of the system to attain all-round and multifaceted personality. Whereas Pineda (2013) studied on 'Total Quality Management in educational institutions: Influences on customer Satisfaction' where he concludes that while the total quality management practices of the schools in the Kingdom of Bahrain ranged from very good to excellent, the levels of effectiveness ranged from average to very high, resulting in the acceptance of the hypothesis.

Defining Quality and TQM:

The British Standard Institution (BSI) defines quality as 'the totality of features and characteristics of a product or service that bears on its ability to satisfy the stated or implied needs' (BSI, 1991).

Green and Harvey (1993) identified five different approaches to defining quality as:

- In terms of exceptional (exceeding high standards and passing required standards)
- In terms of consistency (exhibited through 'Zero defects' and 'getting right the first Time' making quality a culture)
- As fitness for purpose (meaning the product or service meets the stated purpose, customer specification and satisfaction)
- As value for money (through efficiency and effectiveness)
- As transformative (in terms of qualitative change)

TQM is the process of changing the fundamental culture of an organization and redirecting it towards superior product or service quality (Gaither, 2000). TQM can also be defined as a general management philosophy and a set of tools which allow an institution to pursue a definition of quality and a means for attaining quality, with quality being a continuous improvement ascertained by customers' contentment with the services they have received (Michael, et. al., 1997).

Total Quality Management has many definitions. Gurus of the total quality management discipline like Deming, Juran, Crosby, Ishikawa and Feigenbaum defined the concept in different ways but still the essence and spirit remained the same. According to Deming, quality is a continuous improvement process towards predictable degree of uniformity and dependability. Deming also identified 14 principles of quality management to improve productivity and performance of the organization. Whereas Juran defined quality as 'fitness for use.' According to him, every person in the organization must be involved in the effort to make products or services that are fit for use.

On the other hand, Crosby defines quality as conformance to requirements. His focus has been on 'zero defects' and doing it right the first time. Ishikawa also emphasized importance of total quality control to improve organizational performance. According to him quality does not only mean the quality of product, but also of after sales service, quality of management, the company itself and the

human life. Feigenbaum defined total quality as a continuous work processes, starting with customer requirements and ending with customer's satisfaction

Benefits of TQM:

Some benefits of TQM are:

- Strengthened competitive position
- Adaptability to changing or emerging market conditions and to environmental and other government regulations
- Higher productivity
- Enhanced market image
- Elimination of defects and waste
- Improved customer focus and satisfaction
- Increased job security
- Improve and innovative processes
- Enhanced shareholder and stakeholder value

Quality Management in Education:

The Quality Management concept applied to education embraces all fields and levels of education and has an effect on the following:

- Physical facilities (buildings, sports complex, open field etc.)
- Academic infrastructure (laboratory, library, documentation, communication, information infrastructure etc.)
- Curriculums
- Examinations and evaluation systems
- Supplying academic and administrative personal and their improvement systems
- Research and publication
- Institutional development plans
- University - Industry – Society (UIS) relations

TQM and Teaching Strategies:

Total Quality management is a collective strategy that has meaning only if it is agreed upon and implemented by the teacher(s) with the appropriate teaching strategies in the classroom for effective teaching and learning. The following is the strategic diagram which clearly shows the implication of TQM in various teaching-learning strategies of educational institutions:

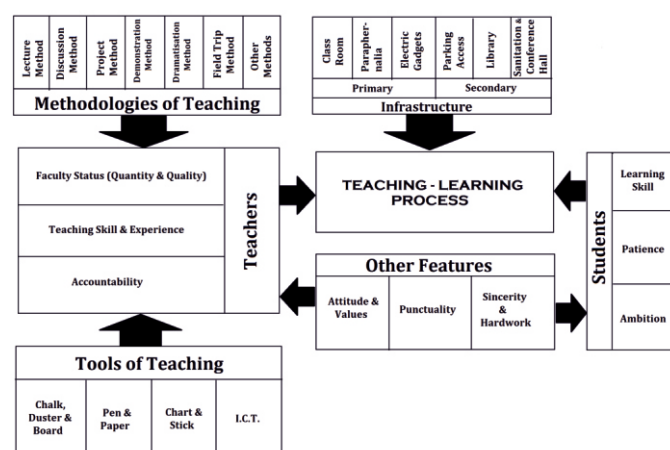


Figure 1: Strategic Diagram for Implementing Total Quality Management in Education Services

Conclusion:

TQM is a strategy that is very useful in the teaching-learning in the educational institutions, because it involved both the teachers and learners and brings out the quality of teaching in our students. The application of the total quality management to effective teaching-learning in the classroom through different teaching strategies which will create a better understanding for the student and this will also keep the memory in the students' brain to be able to recall at any time and also applying it when needed.

A conceptual TQM model in education institutions is based on the following five variables which lead to students' satisfaction is proposed. These are: Commitment of top management, Course delivery, Campus facilities, Courtesy and Customer feedback and improvement

TQM as a way of achieving and maintaining excellence is used in establishments of education. The effects of using TQM in education are positive. Now a day's many educational institutions have adopted Total Quality Management techniques. Some instances prove that through TQM techniques, institutions have gained improved communication, raised employee morale, increased productivity, improved process efficiency, and reduced waste and costs.

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